

BA BUSINESS MANAGEMENT

LEADERSHIP AND MANAGEMENT

THEORY AND PRACTICE

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Module lecturer: Dr Mushfiqur Rahman

Student name: Renata Szabo

Student ID: 2009640

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Introduction

Leadership is a process of social influence, which ensures the maximisation of the efforts of other individuals in the way of achieving a particular goal (Guzmán *et al.*, 2020). This helps an organisation in enhancing overall organisational productivity and efficiency levels. Management is the process through which an organisation plans, organises and allocates various resources to enact optimisation and achievement of objectives (Daft, 2021). This ensures that the resources of the organisation are not underutilised and are on the right track to reach the organisational goals. The essay will be addressing various theories and models of leadership and management and their impact on an organisation. Additionally, it will also outline a reflection of a leadership experience in the selected organisation. Poundland is a variety store chain that was founded in 1990. It is based in the UK and operates as a retail organisation. The company has an annual revenue of 2.26 billion GBP in 2022 (ZoomInfo, 2023).

Main Body

Mumford Model of Leadership outlines that there are three major components in a leadership process, namely, individual attributes, competencies and leadership outcomes (Mumford *et al.*, 2023). Individual Attributes majorly constitute general cognitive ability involving general reasoning skills, perceptual processing and memory skills majorly. Secondly, it involves crystallised cognitive ability including the intellectual ability that has been developed over time. This cognitive capability of an individual involves the attainment of skills and knowledge through experiences. Thirdly, the motivation of individuals and their respective personalities also play a major role herein. Competencies involve three major elements such as problem-solving skills, judgement skills and knowledge skills. These form the core of the overall competencies required for leadership. Furthermore, Mumford also implies that leadership outcomes can be evaluated based on the effectiveness of solutions to problems and organisational performance. All these components aid in comprehending and developing the proper leadership skills required in an organisation.

The Democratic Leadership Style is a process through which decision-making and implementation are executed based on the suggestions, opinions and ideas of team members effectively (Gultom and Situmorang, 2020). Under this leadership, team members are encouraged to provide their input on various business aspects. Additionally, this also indicates that the employees are more valued which enhances their overall level of confidence and motivation to complete the organisation's duties and functions. Some of the characteristic

features of this style of leadership are an emphasis on team operation and functioning. Additionally, this is also highly flexible as no particular fixed *modus operandi* is used in the decision-making process. It also increases communication levels in the organisational setting. Since employee inputs are given due consideration, this helps in enhancing the overall job satisfaction levels of the employees resulting in an effective and efficient leadership process. In all, this is a significant leadership style, which can be implemented in a business organisation.

Visionary Leadership Style is a process through which an organisation or a group of individuals are led in a way that is aimed at the achievement of long-term goals and objectives. (Prestiadi, Zulkarnain and Sumarsono, 2019). Thus, a veritable emphasis is implemented on the creation of a working environment that helps in developing the skills and competencies of employees working in the organisation and effectively enhances their knowledge levels. Herein, leaders generally take decisions based on the long-term future. Often short-term sacrifices are also undertaken effectively. One of the primary advantages of this leadership style is the clear directives provided to the employees. This significantly aids in the development and enhancement of productivity in the business organisation. It involves a strategic method of implementing a decision to achieve organisational goals as it includes a high amount of organisational planning in the general process of operation.

Situational Leadership Theory outlines a strategy that is utilised in the process of undertaking leadership processes based on a number of factors that influence a business situation (Wuryani *et al.*, 2021). One of the major elements of this theory is the evaluation of the employee competencies and commitments to solve a particular problem in the business functioning. Under this theory, there are four major styles that can be implemented in an organisation, namely, Telling and Directing, Selling and Coaching, Participating and Supporting and Delegating. These styles primarily aid the leadership of an entity in tackling various dynamic situations in an able way resulting in a high amount of operational efficiency. Moreover, this theory mainly focuses on being flexible, insightful, trustworthy and able to solve problems effectively and quickly.

Scientific Management Theory developed by Frederick Winslow Taylor outlines a method through which workforce efficiency can be significantly improved by scientifically assessing work processes (Merkle, 2022). This involves a scientific approach to the overall management process that can be adopted in an organisation. It highlights that the leadership process involves

the application of relevant and scientific training and development programmes to enhance the competencies of the employees and thereby establish a higher standard of operation. Additionally, it also encompasses that work needs to be allocated in a scientific manner based on the potential and understanding of various individuals in an organisation. This theory also entails proper monitoring procedures as it ensures that business processes are in line with the achievement of various organisational objectives and goals. In all, this ensures that this organisational management theory can be implemented in a company to properly execute tasks and activities to reach strategic aims and objectives effectively.

Mumford Model of Leadership can be applied in the operational process of Poundland UK that is headed by the Managing Director, Barry Williams to effectively execute the overall leadership process. According to Mumford *et al.* (2019), even though the theory helps in identifying and categorising abilities, it does not outline the way in which these skills can be developed. This reduces the possibility for Poundland to enact proper training and development processes. However, this theory can be used to understand the basics of the leadership approach that can be applied in Poundland and can serve as a foundational base for executing leadership duties and functions in the general process of operation. Moreover, this is a highly leader-oriented approach, which lacks the development of a working relationship with employees normally. For instance, to develop individual attributes, the company utilised customised training programs (Glassdoor, 2023).

Unlike the previous leadership approach, the democratic leadership style ensures the development of a proper working relationship between leaders and their subordinates, which is one of its major advantages. According to Dastane (2020), a democratic leadership style can result in the enhancement of motivation and satisfaction levels in Poundland effectively. Additionally, this also creates an opportunity for Barry Williams to include innovation in various business processes as it involves a higher number of individual participations. However, there are a few limitations of this leadership style, which can be observed in areas of reduction in operational efficiency and increased time investment. Moreover, this style can result in a loss of accountability, which can adversely impact the brand image of Poundland majorly. Thus, for a retail chain business such as Poundland, the usage of a democratic leadership style can be highly rewarding. This has been observed as Poundland conducts employees' feedback resulting in 51% of current and former employees recommending it (Glassdoor, 2023).

Visionary Leadership Style also entails several benefits and limitations, which can be observed in application in Poundland. As per Mascareño, Rietzschel and Wisse, (2020), utilisation of this style can ensure that leaders in an organisation can effectively inspire the employees to perform to the best of their potential. Implementation of this leadership style in By Williams in Poundland can result in an enhancement of the confidence levels of employees. This is immensely beneficial for the organisation as it has a high amount of customer interactions, which requires confidence. However, a major drawback of this leadership style does not provide quick results against its usage in the general process of operation. This can be significantly harmful to Poundland as it can crucially harm the short-run operations of its retail outlets. According to a talent manager at Poundland, the organisation has a vision-driven approach in its general operations (LinkedIn, 2023).

According to Mulyana *et al.* (2022), the primary benefit of Situational Leadership Theory is the enhancement of productivity in operational processes. This is a result of the encouragement of higher levels of empathy in the general process of operation. However, it also entails the process through which employees are to be graded in the course of operation. This can be highly tricky as it is difficult to be unbiased while executing this process. For instance, Poundland used situational leadership during the Covid-19 pandemic. Since there was a higher amount of breakups and divorces during the pandemic, the business organisation launched a divorce party range involving balloons, banners and others (Retail Network, 2021). According to Hussain, HAQUE and Baloch (2019), Scientific Management Theory is highly beneficial as it demonstrates a higher production level and comprehensive control mechanism. However, to properly execute this process, it can be noted that the business requires a high amount of capital investment. Moreover, this is a highly demotivating process that can be implemented by the business. Poundland under the leadership of Barry Williams utilises this theory in its store management process by involving technological software to allocate and divide work among various employees in the organisation.

I have worked in various business organisations since 2016 and in various positions. In this regard, I have worked as a room cleaner for a month in the Thistle Hotel, UK. Subsequently, I have gathered experience as a supervisor in Poundland UK from 2016 to 2018. I have completed tasks relating to taking stock and resolving complaints and refunds effectively. Additionally, I also headed a team and had to undertake coaching processes in the general process of operation. Moreover, I am working at Elior as a general assistant presently. In this regard, mainly through experience gained at Poundland, I have developed a number of

competencies and transferable skills. Transferable skills are those abilities that can be carried forward from one employment to another (McGunagle and Zizka, 2020). It illustrates that even without relevant and direct experience; an individual can complete work effectively. Herein, I have developed a number of significant transferable skills that have helped me in enhancing the overall process, which can result in a higher number of operational processes. In all the experiences that I have acquired in Poundland, I enjoyed working in a leadership position. I felt this as I enjoyed explaining duties to various juniors and thereby, I observe a proper alignment with the objectives resulting in the enhancement of organisational performance.

While working in a leadership position I have realised that I developed my leadership skills mainly. Leadership skills are abilities that an individual has which enable them to oversee, monitor, guide and manage other individuals to achieve a predetermined objective (Zeike *et al.*, 2019). These skills helped me in developing the employees working under me and bringing their best potential with them. Additionally, I realise that the development of team leadership skills will help in working in other organisations in leadership roles. It is evident that to properly lead a team, a high amount of communication skills is required. Communication skills are those abilities that facilitate the proper exchange of information, ideas, and messages with other individuals (Kyaw *et al.*, 2019). This aids me in developing sustainable relationships with various individuals. This helps in the improvement of networking skills, which in turn helps me in acquiring information relating to overall better employment opportunities. However, I realised that I could not critically analyse a business topic and faced difficulty in adapting to various business situations. Additionally, I have also faced considerable difficulty in being organised. In all, I had an enriching experience while performing leadership duties in Poundland UK.

Conclusion

From the above discussion, it can be concluded that leadership and management processes are vital to the effective achievement of organisational objectives and higher organisational performance. Additionally, the study has also found that a democratic leadership style helps a business organisation in the development of job satisfaction and higher motivation levels among various employees in the business functioning. Moreover, it has also been discovered that Poundland has undertaken situational leadership during the Covid-19 virus by starting a divorce-based product line to cater to consumers facing divorce or breakups. Lastly, the study has also outlined a reflection of leadership experiences and areas of development.

For the development plan, refer to the appendix

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Appendix

What are my Leadership development Objectives?	What leadership activities do I need to undertake to achieve my objectives?	Where will I develop my leadership to achieve my leadership objectives?	The target date for achieving my objectives
To enhance critical thinking ability	I will develop this skill by researching a particular topic effectively and understanding different perspectives on the same topic.	Place of work	1.6.2023
To improve Organising skills	I will develop this by chalking out short deadlines for the completion of tasks.	Place of work.	1.7.2023
To develop adaptability and flexibility	I will need to develop empathy and understand other points of view and thereby adjust and accommodate to work effectively.	At the workplace	1.12.2023

Table 1: Action Plan

(Source: Created by the learner)